

Army Concepts: Leading Change for the Army

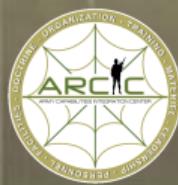
MAJ Joe Gelineau
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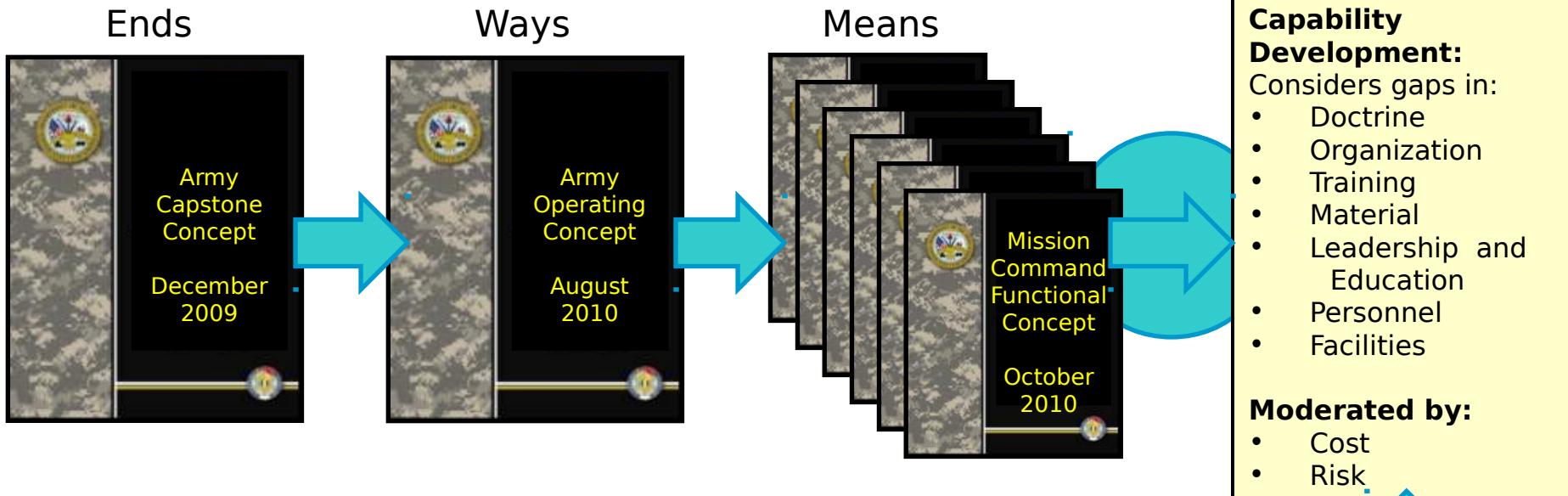
The Army Concept Framework

- Articulates how the Army thinks about future armed conflict under conditions of uncertainty and complexity in an era of persistent conflict
- Describes how the Army conducts operations as part of a joint, interagency, intergovernmental, and multinational team
- Uses *grounded projections* to describe the broad range of capabilities the Army will require in 2016-2028
- Provides a conceptual foundation and common language to guide future force development
- Places modernization decisions into the broader context of future armed conflict
- Operationalizes the Chief of Staff's vision for the future Army

Required capabilities that emerge will guide changes across the Army



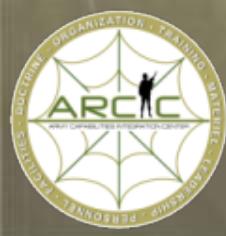
Army Concepts



- The Army determines its required capabilities starting with concepts
- Current concept work focused on 2016-2028; refreshed every two years
- The Army organizes its concepts through warfighting functions:
 - Mission Command
 - Intelligence
 - Movement and Maneuver
 - Fires
 - Protection
 - Sustainment
- Additional concepts address Learning, Training, Building Partner Capacity, and the Human Dimension



TRADOC CG
Directed Concepts



2009 Army Capstone Concept

Central Questions

- What is the Army's vision of future armed conflict and how should the Army conduct joint land operations in order to facilitate strategic objectives?
- What additional or new capabilities should the Army develop and provide to joint force commanders in order to meet the broad range of national security threats?



2009 Army Capstone Concept

Logic Summary

Environment:

- **Uncertainty, change, competitiveness, decentralization**
- **Hybrid threats, adaptive adversaries: state and non-state actors, peer and near peer, varying motivations**
- **Situations from stable peace to general war**

The Military Problem:

How should the U.S. Army use available and anticipated resources to educate its leaders and organize, equip, and train units to fight and win wars as part of joint, interagency, intergovernmental, and multinational teams?

Central Idea and Solution:

Army leaders and future forces must develop operational adaptability - a quality that Army leaders and forces exhibit based on critical thinking, comfort with ambiguity and decentralization, a willingness to accept prudent risk, and an ability to make rapid adjustments based on continuous assessment of the situation.

This will require:

Resilient Soldiers and cohesive teams able to overcome the psychological and moral challenges of combat, proficiency in the fundamentals, mastery of the operational art, ability to combine all available capabilities to assist friends, reassure populations, and defeat enemies.



2009 Army Capstone Concept

Logic Summary (cont)

Supporting Ideas:

- Develop the situation through action
- Conduct combined arms operations
- Employ a combination of defeat and stability mechanisms
- Integrate joint capabilities
- Cooperate with partners
- Exert psychological and technical influence

Core Operational Actions:

- Provide security force assistance
- Conduct shaping and entry operations
- Execute inter- and intra-theater operational maneuver
- Conduct full spectrum operations
- Provide overlapping protection
- Employ distributed support and sustainment
- Conduct network-enabled mission command

Desired End State:

An Army that has the ability to gain, sustain, and exploit physical control over land and resources and exert influence over people by physical and psychological means.



The Army Operating Concept

August 2010

Chapter 1. Introduction

Chapter 2. Operational Context

- 2-1. The Army's Mission and Military Objectives
- 2-2. The Future Operational Environment

Chapter 3. How the Army Fights

- 3-1. Introduction
- 3-2. The Military Problem
- 3-3. Central Idea: Combined Arms Maneuver and Wide Security Area
- 3-4. Military Solution
- 3-5. Supporting Ideas

Chapter 4. Organizing for Combined Arms Maneuver and Wide Area Security Operations

- 4-1. Theater Army
- 4-2. Corps
- 4-3. Division
- 4-4. Regionally Aligned Forces

Chapter 5. Army Operations

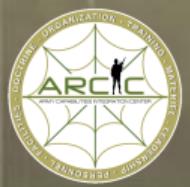
- 5-1. Introduction
- 5-2. Full Spectrum Operations
- 5-3. Homeland Defense and Civil Support
- 5-4. Sustained Engagement
- 5-5. Entry Operations
- 5-6. Prevent Proliferation and Counter WMD
- 5-7. Cyberspace Operations
- 5-8. Space Operations
- 5-9. Foreign Humanitarian Assistance

Chapter 6. Training, Education, and Leader Development

Chapter 7. Conclusion

Appendices:

- A. References
- B. Refined Army Capstone Concept Required Capabilities
- C. Required Capabilities
- D. Implications for Joint and Interagency Partners
- E. Glossary



The Army Operating Concept

Operational Context

Key Assumptions:

- Proliferation of technology; manned and unmanned systems
- Land, air, space, maritime and cyberspace superiority are increasingly contested
- Limited ability to overcome anti-access and area denial capabilities
- National Guard and Reserve as an operational force
- Unit replacement using cyclical readiness model
- Incremental improvements to the force, largely brigade-based

Key Technological Implications:

- Cyber and electromagnetic spectrum
- Antiaccess to include anti-aircraft and anti-ship
- Unmanned Aerial Systems
- *Weaponizing of niche technologies*

Trends:

- Extremist ideologies
- Demographics
- Environmental changes
- Globalization
- Decreasing cost of technology

Futures:

- Most likely: Continued violent extremism; violent individuals, non-state entities, and state-sponsored proxies
- Most dangerous: Confrontation with a nation-state possessing both conventional and WMD capabilities
- Dangerous alternative: An individual or extremist organization employs a nuclear device in the



The Army Operating Concept

How the Army Operates

Military Problem: How do future Army forces prevent and deter conflict, prevail in war, and succeed in a wide range of contingencies?

Central Idea: Army forces defeat enemies and establish conditions necessary to achieve national objectives using two broad approaches to seize, retain, and exploit the initiative as part of Full Spectrum Operations:

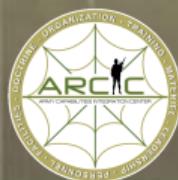
- **Combined Arms Maneuver** to gain physical, temporal, and psychological advantages over enemies
- **Wide Area Security** to consolidate gains, stabilize environments, and ensure freedom of movement and action

Military Solution:

- Exercise *mission command* by decentralizing authority to act faster than the enemy
- Apply an expanded understanding of combined arms to include both military and civil capabilities
- Develop leaders at every echelon who understand that they co-create context in the contemporary operating environment through action
 - Inform and influence populations
 - Conduct effective transitions
 - Enhance unit cohesion

Supporting Ideas:

- Operate decentralized
- Conduct continuous reconnaissance
- Conduct air-ground operations



What We Need Army Forces to Do

Future Army forces must:

- Conduct combined arms maneuver; defeat the enemy in close combat and seize and retain the initiative
- Conduct wide area security to consolidate tactical and operational gains
- Understand complex situations in width, depth, and context to foster disciplined initiative within the commander's intent
- Build and maintain relationships with diverse partners to achieve unity of effort
- Connect operations to strategy; ensure progress toward policy goals
- Conduct sustained engagement to build partner capacity, prevent conflict, and prepare for contingencies
- Overcome anti-access and area denial capabilities; help ensure freedom of action in sea, air, and space domains
- Conduct reconnaissance in close contact with enemy and civilian populations
- Employ combination of defeat and stability mechanisms to accomplish the mission
- Conduct and sustain operations from and across extended distances
- Protect information and communications systems; retain the ability to fight degraded
- Operate under conditions of transparency (24-hour news, internet)

Leaders, Soldiers, and units must exhibit *operational adaptability*



Ongoing Actions

- Develop a concept on Building Partner Capacity (BPC) and support development of the BPC CBA
- Support execution of Wide Area Security Warfighting Experiment
- Support concept development efforts on Joint Forcible Entry and Joint Operational Access
- Assess new trends in the future Operational Environment
- Assess Homeland Defense and Support to Civil Authorities for inclusion into the ACF
- Assess cyberspace, cyber operations, and the cyber/electromagnetic contest for inclusion into the ACF
- Support incorporation of key ideas into FM 3-0 (Mission Command, SAM/WAC, disaggregation of JCP, etc)



Backups



Things To Think About



- Focus on Reconnaissance (vice Surveillance)
- Blended Training Environment (TRADOC & FORSCOM)
- Mission Command (Empowerment of Junior Leaders)

Relationship of CAM & WAS

To

Full Spectrum Operations

FSO

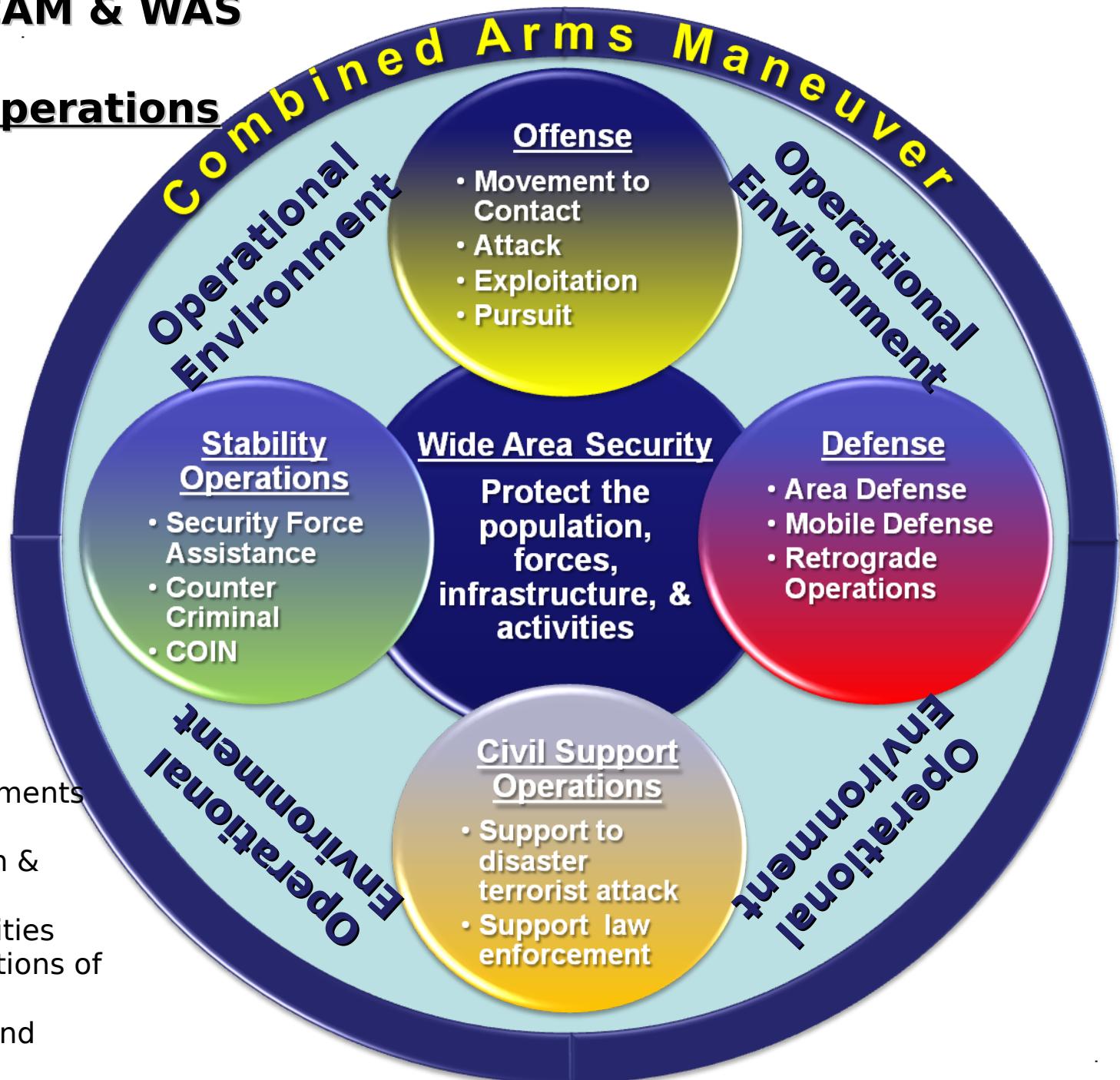
- Offense
- Defense,
- Stability & Support Operations

CAM

- Application of the elements of combat power
- Defeat enemy ground forces,
- Seize, occupy, & defend land areas,
- Achieve physical, temporal, & psychological advantages,

WAS

- Preserve freedom of action
- Application of the elements of combat power
- Protect the population & forces
- Infrastructure & activities
- Deny the enemy positions of advantage
- Consolidate tactical and operational gains





The Future Operational Environment

The Army in 2020

- In the past ten years:

- ✓ 50 ethnic wars
- ✓ 170 border conflicts
- ✓ 2 major wars involving extra-regional forces



- Increased crises due to failed economies, toppled governments, or devastating ecological disasters
- Increased demand for humanitarian and disaster relief operations
- Significant resource constraints



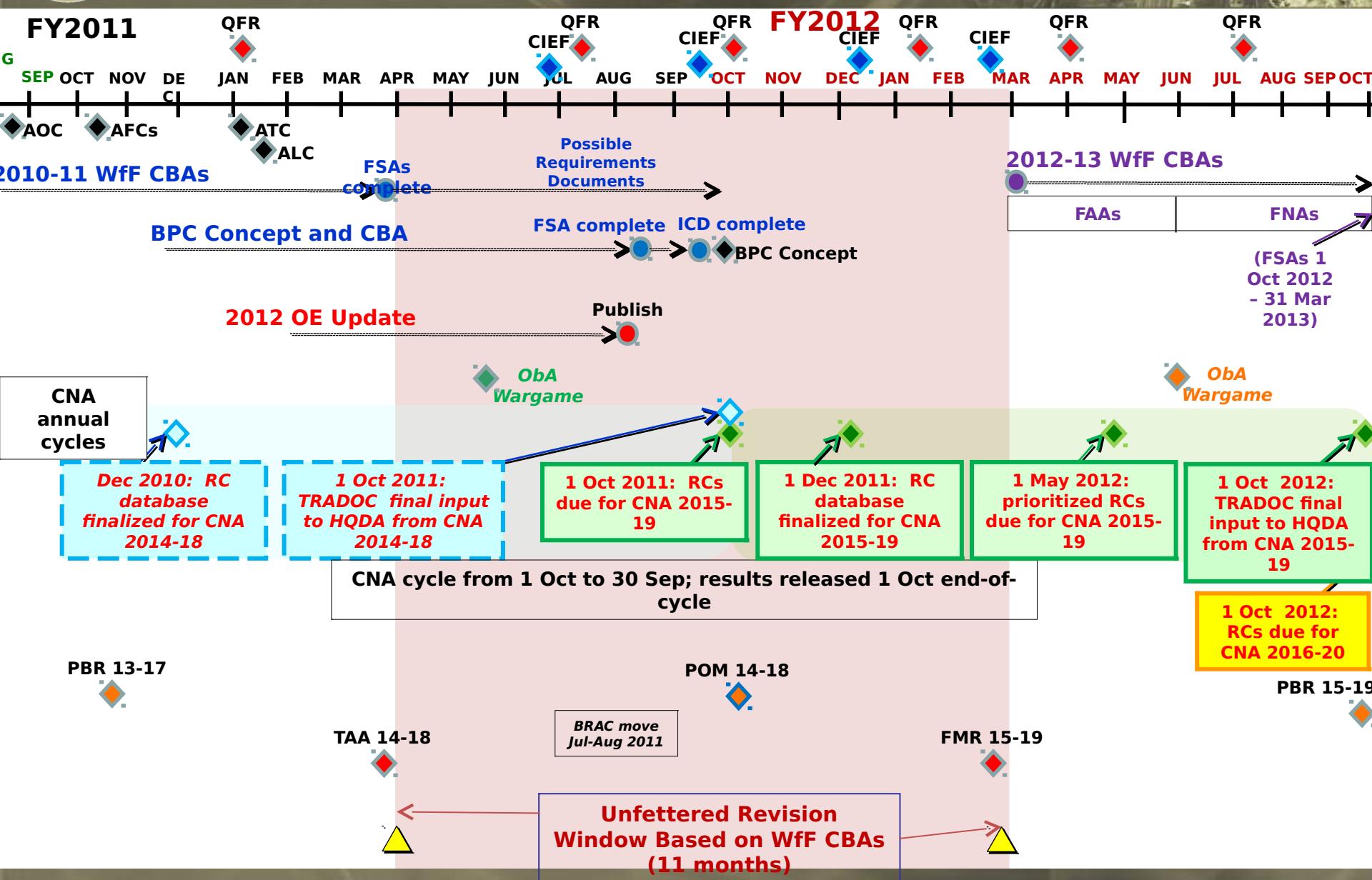
Future Threats

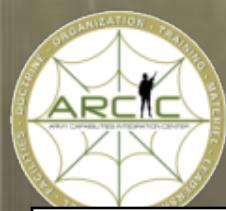
The Army in 2020

- The U.S. remains unmatched on the sea and in the air, future challenges are more likely in the land domain
- Future enemies will likely operate in a decentralized manner to frustrate U.S. advantages in firepower and mobility
- Most likely threats:
 - ✓ Ideologically-motivated
 - ✓ Employ a “hybrid” combination of traditional, irregular, and criminal tactics
 - ✓ Adaptive, globally connected, networked
 - ✓ Hidden within local populations
 - ✓ Exploit new technologies, weapons of mass destruction
- Most dangerous threats:
 - ✓ State-sponsored or proxy states
 - ✓ Possibly armed with nuclear weapons
 - ✓ High-volume indirect fire
 - ✓ Advanced weapons systems
 - ✓ New tactics designed to confront U.S. and allied forces



 Milestones and Processes Impacting Concepts
FY2011-12 Two-Year Cycle





Capstone Concept Logic Summary

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Supporting Ideas:

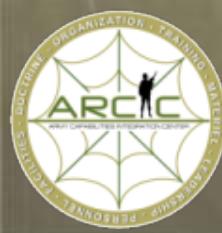
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(TRADOC Pam 525-3-1)

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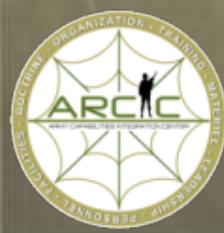
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Supporting Ideas:

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Organizing for Combined Arms Maneuver and Wide Area Security

Theater Army:

- Coordinates allied and partner country security cooperation and efforts to build capacity
- Directs the activities of theater committed and regionally aligned forces in sustained engagement
- Exercises mission command for small scale, short duration contingencies.
- Executes ADCON over all Army forces in the GCC's AOR
- Establishes infrastructure for communication and network operations, and in support of multi-disciplined operational, and tactical Intelligence
- Directs land-based theater air and missile defense, ~~detainee operations~~, theater sustainment, and AOR-wide support of other military services,

Division:

- Exercises mission command over organic and habitually aligned forces and assets as the Army's primary tactical level HQ.
- Serves as a JTF headquarters in small-scale contingencies
- Shapes operations for subordinate brigades; ensures freedom of action
- Directs brigades in the accomplishment of tactical missions
- Integrates joint, interagency, intergovernmental, and multinational capabilities
- Conducts combined arms air-ground reconnaissance and security operations to develop the situation through action

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Corps:

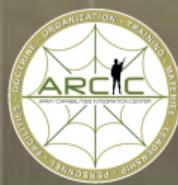
- Employs divisions, brigade combat teams, and other functional units as the Army's principal deployable headquarters
- Serves as JTF/JFLCC HQ, when augmented, for major contingencies
- Exercises, as an echelon HQs, mission command over organic and habitually aligned forces and assets in major operations
- Directs the employment of major units in multiple, simultaneous, or sequential operations to achieve JTF objectives; conducts entry ops
- Employs combined arms air-ground reconnaissance and security operations to develop the situation through action, ~~close combat and stability operations~~, and retains freedom of movement and action

Brigade:

- Employs expanded organic and habitually aligned combined arms capabilities in close combat and stability operations
- Conducts combined arms maneuver and wide area security operations
- Operates decentralized consistent with mission command
- Seizes, retains, and exploits the initiative
- Integrates joint, interagency, and multinational capabilities
- Aligns regionally in support of geographic combatant commands (selected BCTs or functional brigades)

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Regional and Habitual Alignment

Regional alignment in support of geographic combatant commands:

- Selected units focus on areas where conflict is likely
- Develop competence in language, culture, history, and government
- Reinforce Army Special Forces and security cooperation plans
- Participate in multinational exercises and security force assistance
- Reassure friends and deter adversaries
- Serve as early entry forces in advance of follow-on forces
- Overcome strategic preclusion and anti-access

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Alignment:

Temporal
Geographical
Team-oriented

Increases:

Cohesion
Mutual
Understanding
Trust

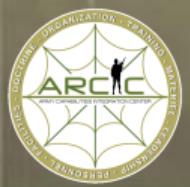
Habitual alignment of Army and joint forces:

- Enhance cohesion between organizations
 - Army Formations
 - Joint air-ground teams
 - Interagency and intergovernmental partners
 - Multi-national partners
- Context builds over time and deepens understanding
- Enables greater training and readiness oversight
- Allows greater decentralization consistent with mission command



Army Operations

- Army forces conduct offensive, defensive, and stability or civil support operations simultaneously to defeat enemies and secure populations (Full Spectrum Operations)
- The Army achieves operational adaptability by building upon the foundation of Combined Arms Maneuver and Wide Area Security
- Full-spectrum operations require leaders and organizations that are able to think, operate, and prevail simultaneously across three interconnected dimensions:
 - *The psychological contest of wills* against enemies, warring factions, criminal groups, and potential adversaries -- involves destroying the enemy's will to fight through disintegration or other defeat mechanisms
 - *Strategic engagement* involves keeping friends at home, gaining allies abroad, and generating support or empathy for the mission in the area of operations
 - *The cyber/electromagnetic contest* involves gaining advantages in the cyberspace domain and electromagnetic spectrum, maintaining those advantages, and denying the same to enemies



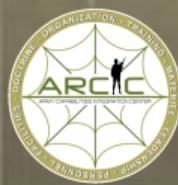
Training, Education, And Leader Development

Conducting operations in a decentralized manner places increased demands on both junior and senior leaders:

- Junior leaders:
 - Require maturity, judgment, and confidence
 - Demonstrate willingness to accept risk
 - Develop creative solutions to ill-structured problems
- Senior leaders:
 - Anticipate requirements
 - Exercise tactical and operational patience
 - Create opportunities and manage transitions

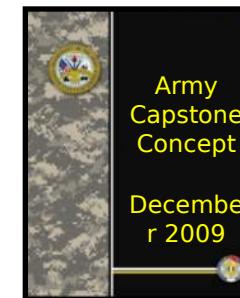
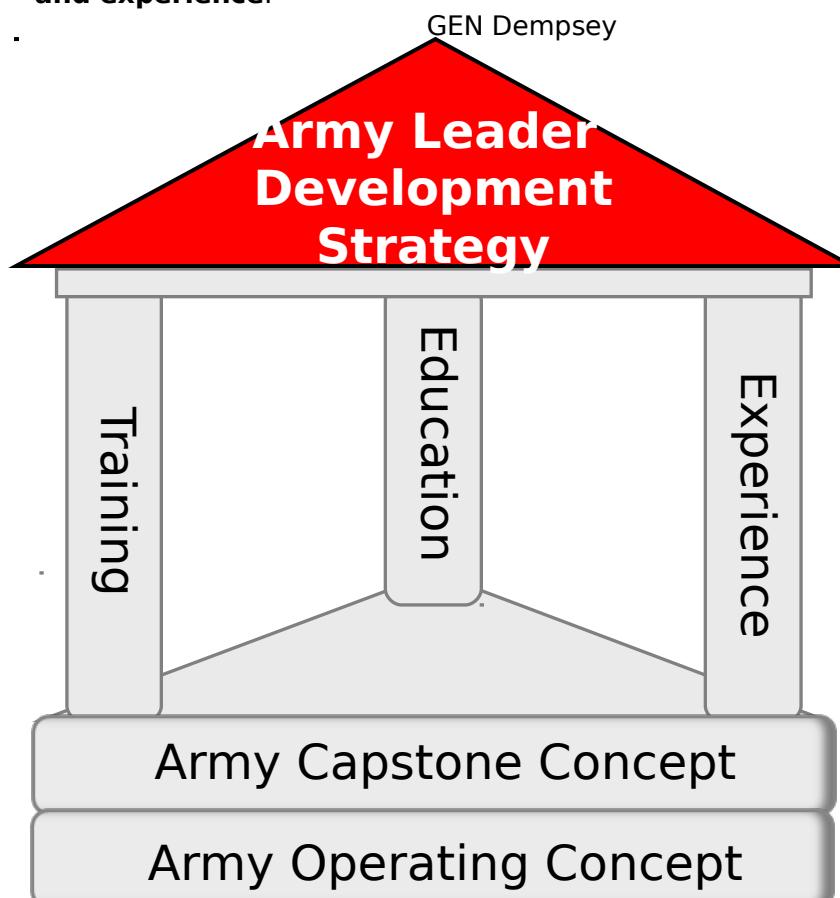
The Army Must:

- Conduct tough and realistic training to decrease uncertainty and build cohesion
- Assign a high value to lifelong learning
- Adapt training and education to optimize learning
- Develop leaders able to think about the broader context of war
- Articulate a clear set of moral, ethical, and professional expectations



Adapting Training and Learning

Army Leader Development Strategy. The Army must change its learning model from one that barely satisfies today's needs to one that promotes **operational adaptability**. Will require a balanced commitment to the three pillars of leader development: **training, education, and experience**.



Operational Adaptability: a quality that Army leaders and forces exhibit based on critical thinking, comfort with ambiguity and decentralization, a willingness to accept prudent risk, and an ability to make rapid adjustments based on a continuous assessment of the situation.

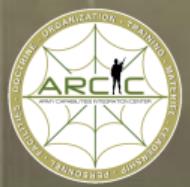
ACC and the Army Operating Concept Identified Training and Learning Requirements:

Train as the Army fights. Army forces require the capability to conduct tough, realistic training, adapting as the mission, threat, or operational environment changes, while ensuring that individual and collective training fosters adaptability, initiative, confidence, and cohesion to conduct operations decentralized.



Lifelong learning and cognitive skills. Army forces require lifelong learners who are creative and critical thinkers with highly refined problem solving skills and the ability to process and transform data and information rapidly and accurately into usable knowledge, across a wide range of subjects, to develop strategic thinkers capable of applying operational art to the strategic requirements of national policy.





Implications for Joint and Interagency Partners

What the Army provides the Joint Force

- Campaign-quality, expeditionary land force capable of conducting contingency and sustained operations
- Combined arms forces capable of conducting close combat and reconnaissance in contact with the enemy and civilian populations
- Land-based theater air and missile defense, detainee operations, theater sustainment, and AOR-wide support of other military services
- Headquarters to serve as JTF and JFLCC when augmented, and able to integrate interagency, intergovernmental, and multinational capabilities
- Land-based capabilities to overcome anti-access and area denial efforts
- Regionally aligned forces to conduct sustained engagement, build capacity, and deter conflict
- Selected units aligned to combatant commands to act as early entry forces in contingencies

What the Army requires from Joint and Interagency Partners

- Assets to enable joint forcible entry
- Inter-theater movement of forces and sustainment by air and sea
- Sea-basing and other alternatives for theater access
- Joint assets to mitigate degradation of Army communication systems
- Joint fires in support of combined arms maneuver
- Interagency capabilities at lower echelons in support of wide area security
- Protection at strategic, operational, and tactical levels
- Joint and national-level intelligence assets



Mission Command and Intelligence AFCs

Mission Command

Central Idea: Mission command is the exercise of authority and direction by commanders, supported by their staffs, that fosters mutual trust, encourages initiative, and empowers subordinate leaders to develop the situation, adapt, and act decisively within the commander's intent.

Supporting Ideas

- Integrate the capabilities of all WfFs
- Empower the lowest practical echelon
- Develop expertise in the art of design as well as in the other components of the operations process.
- Educate and train the force for the uncertain and complex future OE

Intelligence

Central Idea: Develop adaptive Soldiers and leaders, within multifunctional organizations sustainable during persistent conflict, capable of conducting synchronized, proactive intelligence operations focused on BCT-, division-, and corps-level requirements in order to support planning and execution of distributed and decentralized full spectrum operations.

Supporting Ideas

- Create flexible and adaptable multifunctional intelligence organizations
- Develop Soldiers and Leaders
- Improve intelligence and operations synergy
- Develop collection, processing, exploitation, and dissemination capability
- Developing analytical capacity and capability
- Leverage and extend the enterprise



Movement and Maneuver and Fires AFC

Movement and Maneuver

Central Idea: In the 2016-2028 timeframe brigades (IBCTs, SBCTs, HBCTs, CABs, MEUs and BFSBs) conduct combined arms maneuver and wide area security operations under the mission command of divisions and corps in the conduct of full spectrum operations.

Supporting Ideas

- Full spectrum operations (FSO)
- Lethality necessary to win the close fight
- Regionally aligned general purpose forces
- Leaders and Soldiers remain the key to success
- Conduct combined arms maneuver
- Conduct wide area security
- Conduct intertheater and intratheater maneuver
- Conduct shaping and entry operations
- Mission command
- Support and sustain operations across extended distances
- Conduct security force assistance
- Building partnerships

Fires

Central Idea: Deliver operationally adaptable fires in support of combined arms maneuver and wide area security.

Supporting Ideas

- Expand the Army fires warfighting function
- Employ versatile Army fires capabilities
- Identify, locate, target, and engage threats with increased discrimination
- Integrate Army, joint, and multinational capabilities
- Distribute fires capabilities for decentralized operations



Protection and Sustainment AFC

Protection

Central Idea: Synchronized and integrated protection enabled by organizational support to enhance operational adaptability and facilitate combined arms maneuver and wide area security operations.

Supporting Ideas

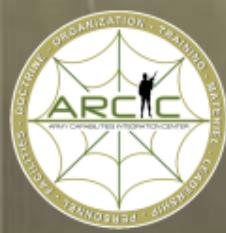
- Identify, prevent, and mitigate threats to personnel and physical assets
- Simultaneously synchronize and integrate multiple and mutually supporting protection related tasks at multiple locations
- Organize to execute a wide variety of protection missions
- Educate and develop future Soldiers and leaders to conduct protection related functions in a decentralized and uncertain environment

Sustainment

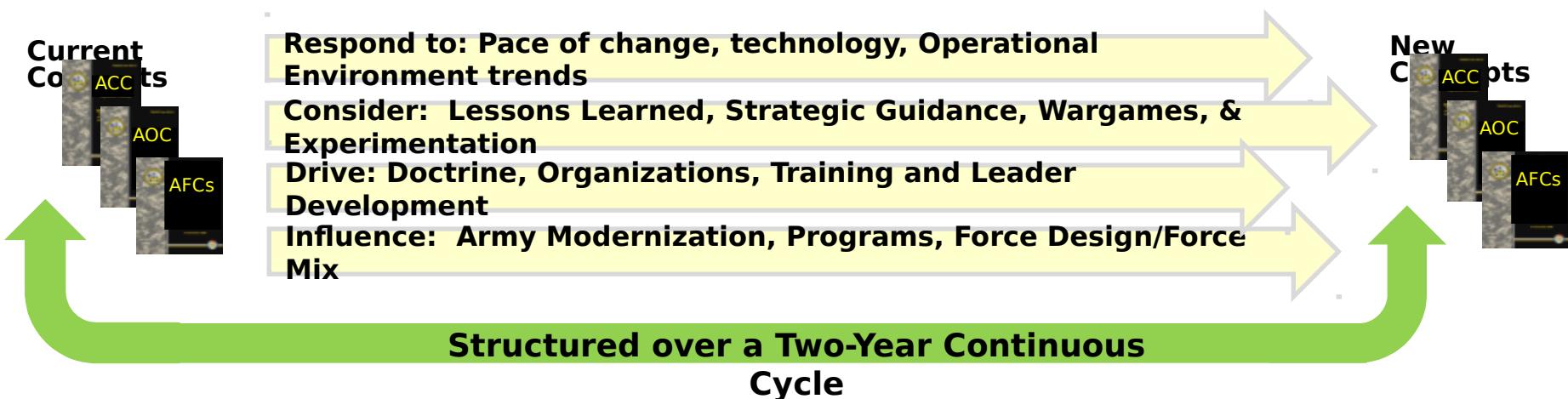
Central Idea: Improve sustainment and reduce the demand characteristics of the force

Supporting Ideas

- Reduce demand characteristics throughout the force
- Conduct sustainment operations in concert with a whole of government approach
- Leverage interoperability with JIIM, NGO, PVO, Host Nation, Coalition, and contractor partners
- Train leaders and units to interact with multiple cultures and joint and multinational partners
- Enhance mobility, maneuver, and distribution
- Leverage emerging and future technologies
- Utilize mission command and decentralized execution of sustainment operations throughout the theater



Why a Two-Year Cycle?

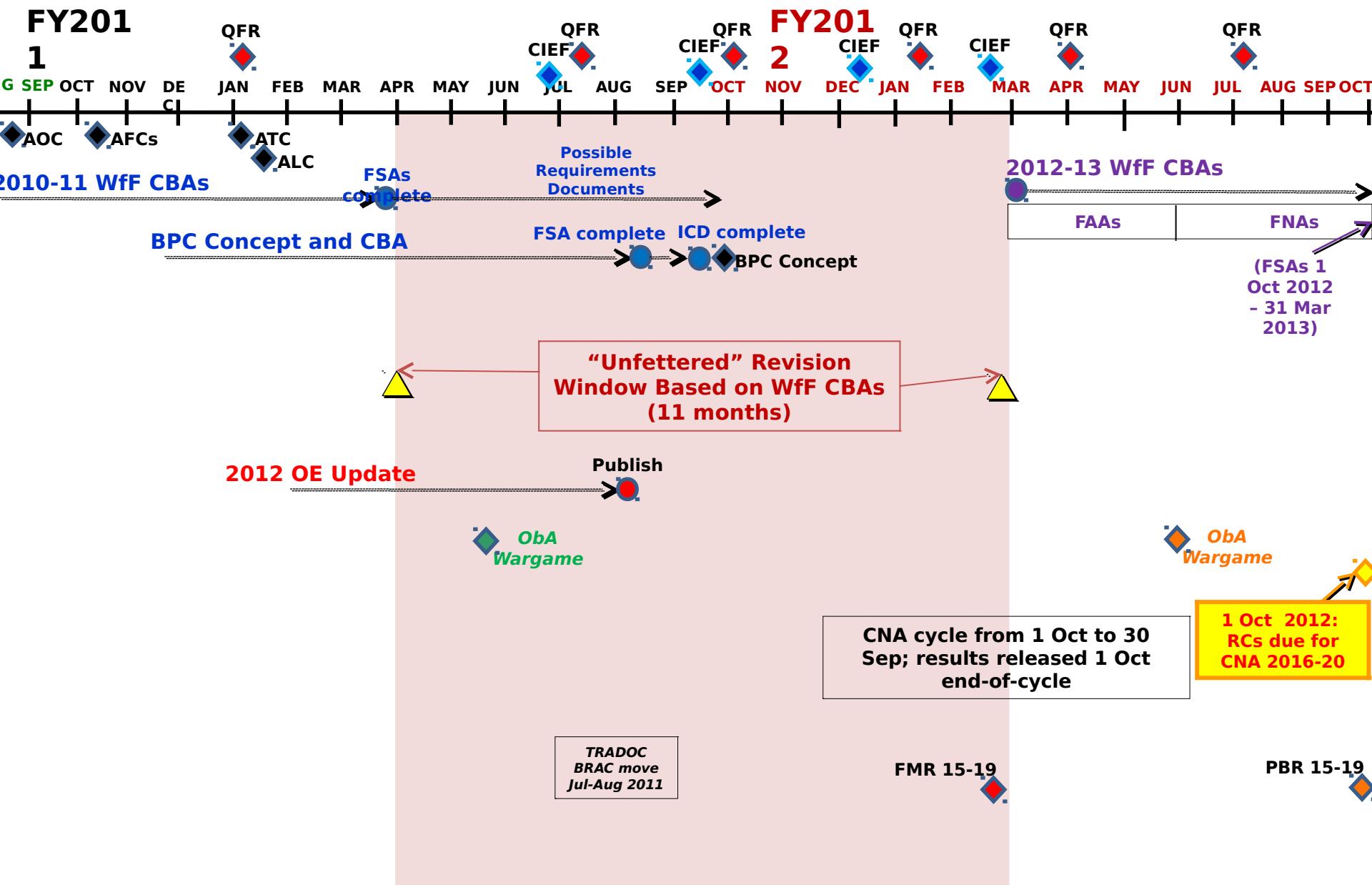


- Fosters improved institutional adaptation
- More responsive to changes in current operations
- Links to Army force structure and budget decisions (POM/PBR)
- Better supports incremental capabilities development



FY2011-12 Two-Year Cycle

Key Milestones and Processes Impacting Concepts





Why Revise?

New Strategic Guidance:

- National Security Strategy, May 2010
- National Military Strategy, Feb 2011
- Quadrennial Defense Review, Feb 2010
- Defense Planning and Programming Guidance, Mar 2011

Revised Assessments of the Operational Environment:

- National Intelligence Council estimates
- Changes in Operational Environment

Lessons Learned:

- Profession of Arms study
- Homeland Operations
- Army Force Mix/Force Design recommendations
- Building Partner Capacity
- War Termination study